

City of Hermiston, OR

# COUNCIL GOALS

2019



*Where Life is Sweet*

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*Where Life is Sweet*

# Introduction

We are proud to present this summary of our City Council and Management Team Retreat.

This year, the Hermiston City Council and Management Team conducted a two-day retreat on February 8-9, 2019, to identify our goals for the next few years and spend time building a strong and cohesive team to improve our ability to work together toward Improving Hermiston's livability for all residents, businesses and visitors. The City hired a professional facilitator, Sara Singer Wilson of SSW Consulting to prepare and guide the group through their discussion. In advance of the retreat, Sara conducted outreach with the Council and Management Team to discuss their goals and expected outcomes for the retreat.

Sara also led the group through a team building exercise using the Total Strength Deployment Inventory (SDI). TotalSDI is a personality assessment tool which helps people understand how their motives drive their behaviors, how those motives and behaviors change in different situations, and how to develop a better understanding of the motive-driven behaviors of others. The assessment results combined with the retreat activities helped the team to build an understanding of each others' values and motivations, and how those can influence team dynamics, decision-making, and more. The team also explored conflict styles, to build understanding and appreciation for the process each team member experiences when facing conflict. This shared understanding can lead to improved working relationships and better decision-making outcomes as teams learn how to improve communications and avoid unhealthy conflict.

The team's engagement and participation was much appreciated, and we look forward to working together with the community and our partners as we set out to achieve these goals.

-City of Hermiston City Council +  
Management Team

## Retreat Purpose

The purpose of this retreat is to develop goals and objectives for the City of Hermiston for the next five years. We will work to establish trust and understanding between the Council and members of the City's Management Team, develop a culture of teamwork, and identify agreement for how to work together to accomplish the City's goals.

## Retreat Outcomes

- » Identify goals and objectives for the City of Hermiston for the next five years.
- » Improve trust, communication, and collaboration between the City Council and the Management Team.
- » Develop awareness and appreciation of individual motivational value systems and understand the dynamics of conflict to improve team communication and effectiveness.

# Our Team

## City Council

Dr. David Drotzmann, Mayor  
Lori Davis, Ward I  
Roy Barron, Ward II  
Jackie C. Myers, Ward III  
Douglas Smith, Ward IV  
Manuel Gutierrez, At Large  
Rod S. Hardin, At Large  
John Kirwan, At Large  
Doug Primmer, At Large

## Management Team

Byron Smith, City Manager  
Mark Morgan, Assistant City Manager  
Mark Krawczyk, Finance Director  
Bill Schmittle, Recycled Water Superintendent  
Chuck Woolsey, Building Official  
Clint Spencer, Planning Director  
Jason Edmiston, Police Chief  
Larry Fetter, Parks and Recreation Director  
Mark Rose, Library Director  
Nate Rivera, General Manager  
Ron Sivey, Streets Superintendent  
Dalia Madrigal, Court Administrator  
Roy Bicknell, Water Superintendent

## Consultant/Facilitator

Sara Singer Wilson, Principal/Owner



SSW CONSULTING

## Vision

*The City of Hermiston aspires to support an excellent community. We strive to provide courageous leadership to create an inclusive community while providing an affordable, livable and growing economy.*



## Hermiston's Values



# Setting the Context

The Council and Management Team reviewed the goals and major accomplishments from 2018. The Council's 2018 goals included the following focus areas with accompanying actions for each area.

Goal 1: Recreation and Aquatic Center

Goal 2: EOTEC

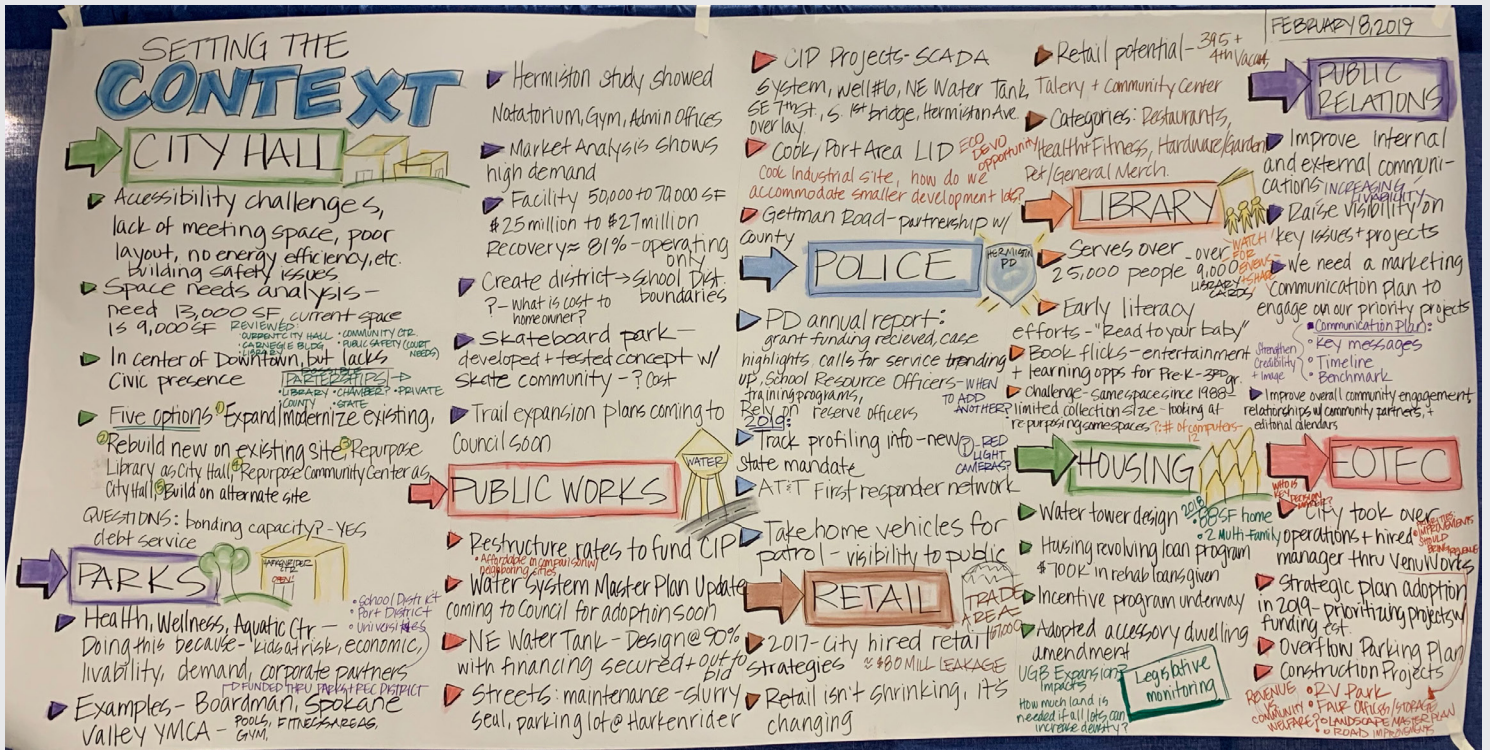
Goal 3: Housing

Goal 4: Capital Improvement Plan

Goal 5: Downtown

Goal 6: Workforce Development and Recruitment

Staff reported significant progress on each of the goals, as well as updates on issues which may impact these goals for future years. In addition to sharing progress on goals from the previous year, staff provided updates on a variety of issues impacting the community to set the context for future goals. Following Staff's updates, the Council asked questions and had discussion regarding these updates. The graphic below is a summary that was recorded by the facilitator during this discussion.







## 2019 Council Goals

The Council and staff worked together to map ideas for the goals listed below. Staff met to refine the ideas developed at the retreat and identify actions for the upcoming year to advance these goals. These goal statements will guide the work of the City organization, provide direction to the Council as they develop their budget and future policies, and communicate to the community the priorities the City will be working towards. The goals are intended to be five-year goals to allow the team to plan for the long-term, with the understanding that goals will be evaluated annually and updated as needed to reflect current community needs and priorities.

The City will also use these goals to guide them in developing partnerships with regional and community partners to seek support, funding, or other resources to advance these priorities and improve the Hermiston community.

## 1. Housing

### *Invest in Public Infrastructure to Attract Private Investment*

Award Contract for N. Hermiston Water Tower/Piping Project / **March 31**

Complete E. Theater Lane Construction Design / **August 30**

Advertise E. Theater Lane Construction / **November 30**

*Review and Report to the Council on Available Housing Incentives / July 1*

## 2. Economic Development

### *South Hermiston Business & Industrial Park (SHIP) Development*

Complete SHIP Master Plan Concept / **March 31**

Outreach with SHIP properties Regarding Scope for potential Local Improvement District (LID) / **April 30**

Determine SHIP LID Feasibility / **June 30**

Federal Funding Application for SHIP / **September 13**

### *Retail Development*

Develop and Adopt N. 395 URA Plan / **December 31**

Adopt N. 395 URA Feasibility Report / **June 30**

Begin development of N. 395 URA Plan / **July 1**

Adopt N. 395 URA Plan / **December 31**

## 3. Eastern Oregon Trade + Event Center (EOTEC)

Establish Parameters for Advisory Committee / **April 30**

Adopt Full Council Developed Strategic Plan (including Priority Projects, Funding Support Levels and Goals, Stakeholder Involvement) / **July 1**

## 4. Health, Wellness and Aquatic Center

Research a Parks and Recreation District Concept and Process / **November 1**

Develop Funding Strategies and Potential Partners / **December 31**



## 5. Implement Capital Improvement Plan (CIP)

### *Fulfill Current Year Projects*

- Complete S. 1st Box Culvert / **April 1**
- Adopt Water System Master Plan / **May 31**
- Complete Well #6 Pumping Upgrades / **July 31**
- Complete SE 7th Sewer Replacement Phase I / **July 31**
- Complete E. Theater Lane Construction Design / **August 30**
- Complete Design of SE 7th Sewer Replace Phases II & III / **October 31**
- Complete W. Hermiston Ave. Overlay / **October 31**
- Advertise E. Theater Lane Construction / **November 30**
- Advertise SE 7th Sewer Replacement Phases II & III / **November 30**
- Complete Well #4 Cathodic Protection / **December 31**
- Sewer Lift Stations #1 & 8 Underground Fuel Tank Replacement / **December 31**
- Complete 75% of Design for Geer/Harper Realign / **December 31**
- Complete 50% of Water SCADA Replacement / **December 31**

### *Further refine Long-Range Transportation System Plan (TSP) Projects*

- Pursue Agreement with Umatilla County on Gettman Road Development / **December 31**
- Seek Outside Planning Funds to Examine Bridge to I-82 / **December 31**
- Refine TSP to Plan for Future Transportation Investments / **December 31**

## 6. Civic Facilities

### *Prepare preliminary concept for City Hall in current general location*

- Review facility needs for all affected departments (Admin, Comm. Development, Court, Police) / **June 30**
- Pursue Possible Partnerships / **August 30**
- Develop Funding Structure / **September 30**
- Implement Plan / **April 1, 2020**
- Conduct an overall City Facility Master Plan for 20 to 30 year growth / **December 31**

## 7. Public Services Personnel

- Fund and Hire a Communications Specialist / **July 31**
- Conduct Staffing Study / **December 31**
- Perform a Best Practices Review for Automation Opportunities / **September 30**
- Conduct Compensation Study / **December 31**
- Prepare Report on Council Compensation (Comparisons/Process) / **November 30**
- Complete Cost Allocation Study / **October 31**

# Total Strength Deployment Inventory (SDI)

One of the primary goals of the retreat was to develop trust and understanding between the Council and the Management Team. The Total Strength Deployment Inventory (SDI) was used to understand individual motives and how these motives impact team behavior when things are going well and during conflict.

TotalSDI is a personality assessment tool which helps people understand how their motives drive their behaviors, how those motives and behaviors change during different situations, and how to develop a better understanding of the motive-driven behaviors of others. This assessment is designed to help people understand themselves and others – not just how we behave, but why we behave in certain ways – and that understanding can lead to meaningful, practical changes in leaders and teams that minimize conflict and maximize effectiveness. Each team member completed the Strength Deployment Inventory which focuses on understanding motives under two conditions, when things are going well and when you are in conflict.

When things are going well, three primary motivations work together as a system - the Motivational Value System (MVS). When people experience conflict, three primary motivations work in sequence - the Conflict Sequence. While these motives are given the same color names, they are expressed differently under the two conditions.

| COLOR OF MOTIVATION         | WHEN THINGS ARE GOING WELL   | IN CONFLICT   |
|-----------------------------|--|---|
| <b>Blue (nurturant)</b>     | Concern for people:<br>Actively seeking to help others                         | Want to accommodate:<br>Efforts to preserve or restore harmony            |
| <b>Red (directive)</b>      | Concern for performance:<br>Actively seeking opportunities to achieve results  | Want to assert: Efforts to prevail over another person or obstacle        |
| <b>Green (autonomizing)</b> | Concern for process:<br>Actively seeking logical orderliness and self-reliance | Want to analyze:<br>Efforts to conserve resources and assure independence |

# What Drives Our Team?

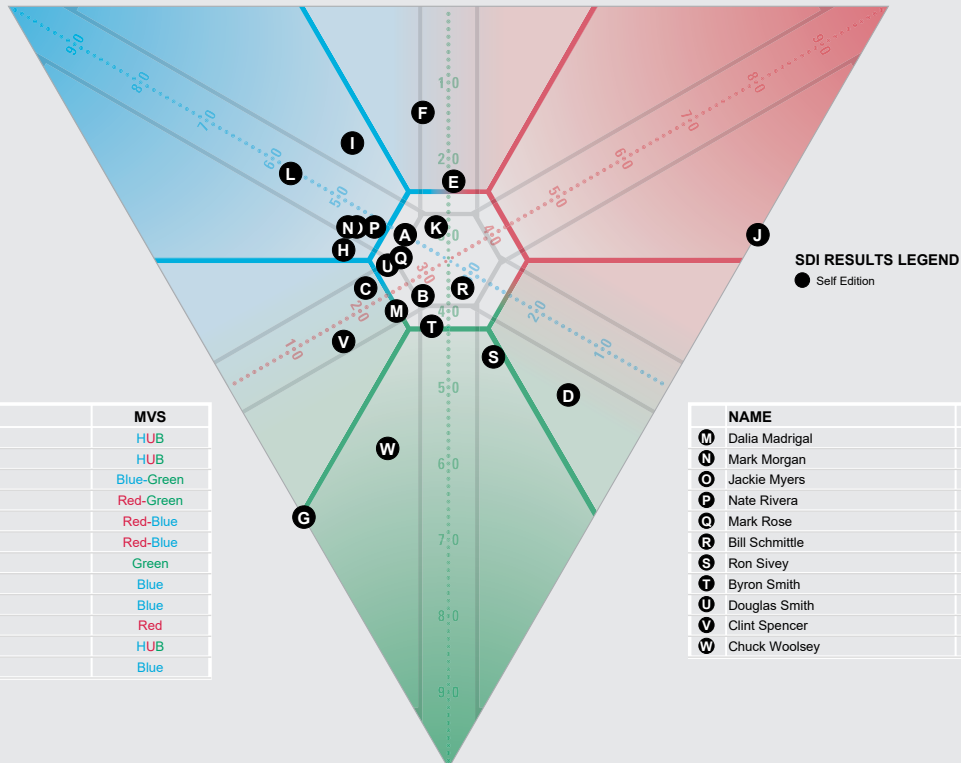
A key function of the SDI is to identify your Motivational Value System or MVS. It shows how you assess your concerns for People, Performance, and Process on scales of 1 to 100 when things are going well. While everyone has all three motives, the frequency of these motives is not the same for each person. The key to understanding why people do what they do is recognizing these differences in motivations. Your Motivational Value System is the system of motives that serve as your basis for choosing strengths, filtering information, and judging yourself and others. In SDI, there are seven different MVS types:

- » Blue: the altruistic-nurturing MVS
- » Red: the assertive-directing MVS
- » Green: the analytic-autonomizing MVS
- » Red-Blue: the assertive-nurturing MVS
- » Red-Green: the judicious-competing MVS
- » Blue-Green: the cautious-supporting MVS
- » Hub: the flexible-cohering MVS

The graphic below shows the team’s MVS dots charted on the SDI triangle.

## Hermiston MVS Team Composite

SDI - Group Report  
 City of Hermiston : City Council-Leadership Team Retreat  
 2019 Retreat  
 Facilitated By Sara Wilson Feb 9, 2019



| NAME               | MVS        |
|--------------------|------------|
| A Roy Barron       | HUB        |
| B Roy Bicknell     | HUB        |
| C Lori Davis       | Blue-Green |
| D Dave Drotzmann   | Red-Green  |
| E Jason Edmiston   | Red-Blue   |
| F Larry Fetter     | Red-Blue   |
| G Manuel Gutierrez | Green      |
| H Rod Hardin       | Blue       |
| I Crystal Inners   | Blue       |
| J John Kirwan      | Red        |
| K Mark Krawczyk    | HUB        |
| L Heather LaBeau   | Blue       |

| NAME             | MVS        |
|------------------|------------|
| M Dalia Madrigal | Blue-Green |
| N Mark Morgan    | Blue       |
| O Jackie Myers   | Blue       |
| P Nate Rivera    | Blue       |
| Q Mark Rose      | HUB        |
| R Bill Schmittle | HUB        |
| S Ron Sivey      | Green      |
| T Byron Smith    | HUB        |
| U Douglas Smith  | HUB        |
| V Clint Spencer  | Blue-Green |
| W Chuck Woolsey  | Green      |

# The Conflict Sequence

With SDI, people develop an increasing awareness around what they do in conflict, how they can recognize the things that cause conflict for them and how they can effectively manage conflict.. Feelings of conflict are a sign that something important to you is not right. Your Conflict Sequence (CS) is part of a natural response to a real or perceived threat to your Motivational Value System. To operate at your best during conflict, you need to understand the dynamics of it. Your Conflict Sequence describes a series of changes in motivation during conflict. It shows the order in which you are motivated to Accommodate, Assert, and Analyze on scales of 1 to 100 when experiencing conflict.

There are three stages of conflict as described below:

**STAGE 1:** focus on self, problem, and others

**STAGE 2:** focus on self and problem

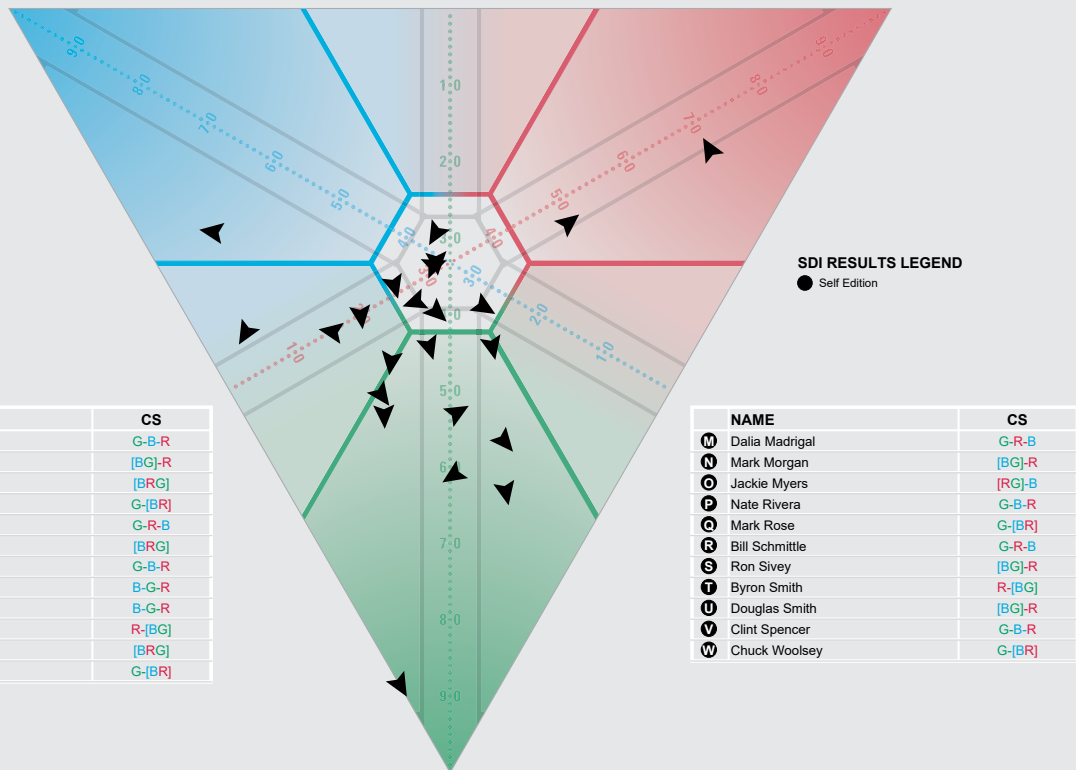
**STAGE 3:** focus on self

In SDI, there are over 5,000 unique points on the SDI triangle, the triangle is divided into 13 regions to show 13 different Conflict Sequences.

The graphic below shows the team’s CS arrowheads charted on the SDI triangle.

## Hermiston Conflict Sequence Team Composite

SDI - Group Report  
 City of Hermiston : City Council-Leadership Team Retreat  
 2019 Retreat  
 Facilitated By Sara Wilson Feb 9, 2019



| NAME                      | CS     |
|---------------------------|--------|
| <b>A</b> Roy Barron       | G-B-R  |
| <b>B</b> Roy Bicknell     | [BG]-R |
| <b>C</b> Lori Davis       | [BRG]  |
| <b>D</b> Dave Drotzmann   | G-[BR] |
| <b>E</b> Jason Edmiston   | G-R-B  |
| <b>F</b> Larry Fetter     | [BRG]  |
| <b>G</b> Manuel Gutierrez | G-B-R  |
| <b>H</b> Rod Hardin       | B-G-R  |
| <b>I</b> Crystal Inners   | B-G-R  |
| <b>J</b> John Kirwan      | R-[BG] |
| <b>K</b> Mark Krawczyk    | [BRG]  |
| <b>L</b> Heather LaBeau   | G-[BR] |

| NAME                    | CS     |
|-------------------------|--------|
| <b>M</b> Dalia Madrigal | G-R-B  |
| <b>N</b> Mark Morgan    | [BG]-R |
| <b>O</b> Jackie Myers   | [RG]-B |
| <b>P</b> Nate Rivera    | G-B-R  |
| <b>Q</b> Mark Rose      | G-[BR] |
| <b>R</b> Bill Schmittie | G-R-B  |
| <b>S</b> Ron Sivey      | [BG]-R |
| <b>T</b> Byron Smith    | R-[BG] |
| <b>U</b> Douglas Smith  | [BG]-R |
| <b>V</b> Clint Spencer  | G-B-R  |
| <b>W</b> Chuck Woolsey  | G-[BR] |



# Graphic Summary



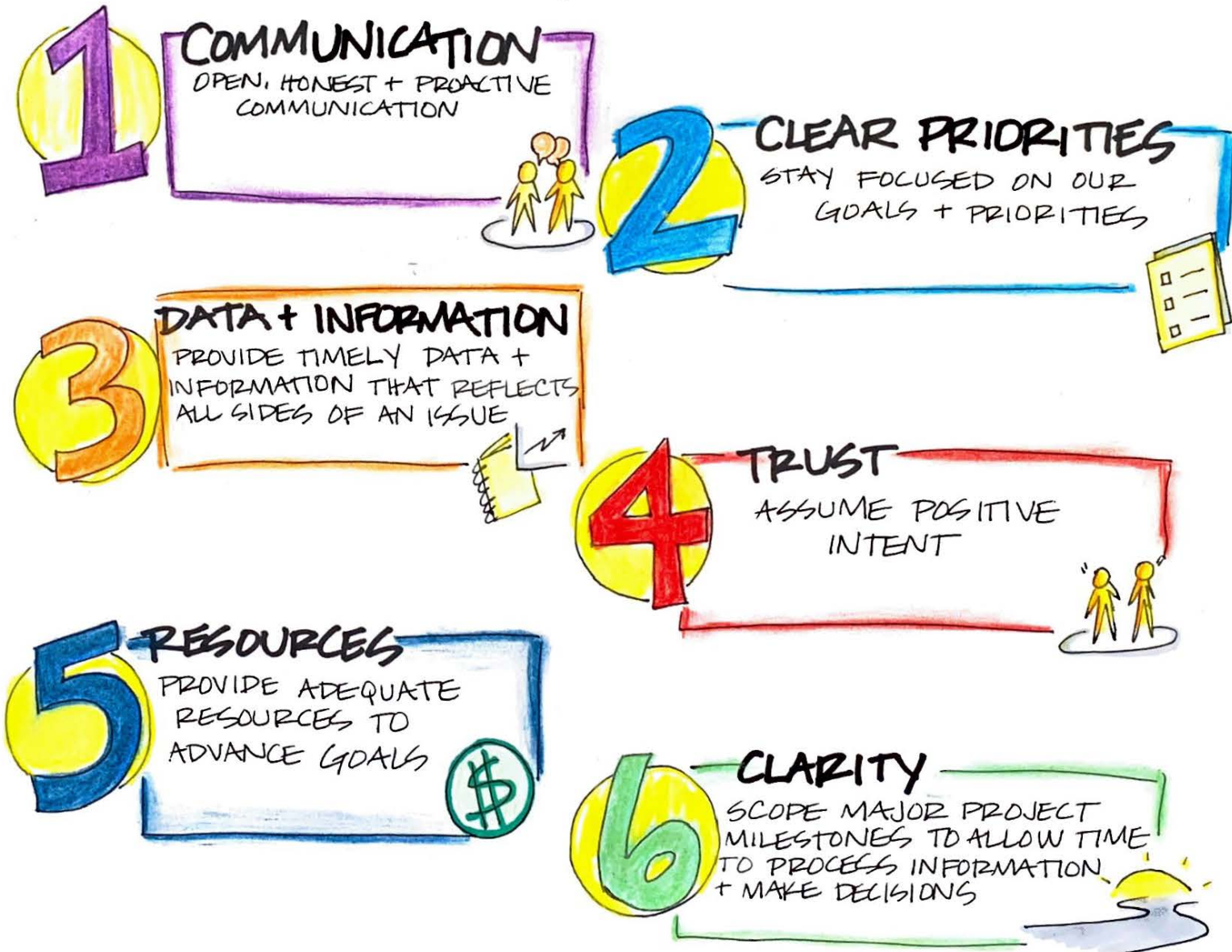
CITY OF  
**HERMISTON**  
2019 GOALS



# Graphic Summary

## HERMISTON TEAM SUCCESS

### FACTORS







*Where Life is Sweet*

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